

THE GEORGE WASHINGTON UNIVERSITY
Washington, D. C.

MINUTES OF A REGULAR MEETING
OF THE FACULTY SENATE HELD ON
JANUARY 20, 1978, IN THE FACULTY
CONFERENCE ROOM, SIXTH FLOOR,
LISNER HALL

- 1 The meeting was called to order by Provost Bright at 2:25 p.m.

Present: Provost Bright, Registrar Gebhardtshauer, Parliamentarian Smalls, Adams, Amling, Ginsburg, Hill, Jones, Kyriakopoulos, Liebowitz, Morgan, Plotz, Reesing, Schwoerer, Solomon, Tillman, Vaill, Wayne, Wood, and Ziolkowski

Absent: President Elliott, Birnbaum, Fox, Heddesheimer, Kaye, Kramer, Kurtz, Lessin, Linton, McDonald, Rashid, Rockoff, Sapin, Schiff, Schwartz, Snodgrass, Walker, and Zenoff

- 2 The minutes of the regular meeting of December 9, 1977, were approved as distributed.

With unanimous consent of the Senate, the order of business on the agenda was changed so that Item 5-General Business could be taken up first.

- 5 (a) Professor Morgan, on behalf of the Executive Committee, recommended the following nominees for election to the Nominating Committee for the Executive Committee for the 1978-79 Session: Gilbert J. Ginsburg, Temporary Chairman (Law); Frederick Amling (SGBA); Peter P. Hill (Columbian); John Kaye (Engineering); Martha N. Rashid (Education); Stefan O. Schiff (Columbian); and Glenn A. Walker (Medical). There were no nominations from the floor and the slate was elected unanimously.

(b) Professor Morgan, on behalf of the Executive Committee, nominated Cornelius P. McKelvey, Instructor in Health Care Administration, for election to the Joint Committee of Faculty and Students as replacement for Marilyn R. Loeb, Assistant Research Professor of Microbiology, who resigned. No nominations were made from the floor and Mr. McKelvey was unanimously elected.

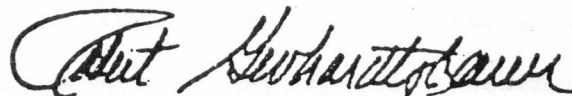
Professor Morgan requested that Item 4-Interim Report from the Fiscal Planning and Budgeting Committee to be presented by Professor Wood, Chairman, be taken up as the next item of business. There was no objection.

- 4 Professor Wood, on behalf of the Fiscal Planning and Budgeting Committee, presented an Interim Report on the Implementation of Resolution 77/6, "A Resolution to Place Restrictions on the Number of Regular Faculty Positions." Professor Wood said that Resolution 77/6 called upon the President of the University, after receiving the advice of the Fiscal Planning and Budgeting Committee, to set limits on the number of regular faculty appointments in each school or college, such limits to be reached by the 1980-81 academic year. He said the committee advised the President in a memorandum dated December 2, 1977, of its recommendation.

Professor Wood said that the President accepted the committee's recommendation for immediate implementation as University policy. [The interim report and memorandum referred to are attached to these minutes and made a part thereof.] A discussion by Professors Jones, Wood, Amling, Morgan, Ginsburg, Kyriakopoulos, and Deans Vaill, Liebowitz, and Tillman followed. Professor Jones said he was concerned that a new element was being introduced by the administration as criteria for granting tenure, i.e., budgetary concerns, when, in fact, he said, the Code specifies that the faculties of departments, schools, and colleges establish criteria for the granting of tenure or appointing new faculty to tenure track positions. Discussion by Professors Wayne, Jones, and Wood followed. Professor Morgan pointed out that, unless the role of the Fiscal Planning and Budgeting Committee was changed by the Senate, this committee would be advising the administration each year regarding these matters. Therefore, he suggested, the faculty advisory committees in each of the schools, as well as the deans, should make known their recommendations to the Fiscal Planning and Budgeting Committee for consideration prior to its advising the administration. Professor Adams said that she had been opposed to Resolution 77/6 when it was passed because it was too vague and lacked the needed mechanisms and methodology. Further, she said that the Fiscal Planning and Budgeting Committee's recommendation was based upon inappropriate methodology because the schools and faculty had not been consulted to consider various aspects of it. Professor Adams then moved that the Executive Committee reexamine the resolution and determine a course of action to rectify the possible misinterpretation of it. The motion failed for lack of a second. Further discussion by Professors Wood, Adams, and Ginsburg followed.

Provost Bright called the Senate's attention to the fact that a quorum was not present, and he suggested that the remaining business on the agenda be carried over to the February meeting of the Senate. Professor Morgan said that in light of the importance of the two resolutions on the agenda concerning faculty tenure and limited service active status faculty appointments, he would prefer that this meeting be continued next Friday, January 27th, because the February meeting was the last meeting of this term. A discussion was held by Professors Ginsburg, Morgan, Schwoerer, and Hill. Professor Morgan's request to continue the meeting to January 27th was approved.

Upon motion made and seconded, Provost Bright recessed the meeting at 3:35 p.m., to be continued Friday, January 27, 1978, at 2:10 p.m., in Lisner Hall, Faculty Conference Room.



Robert Gebhardtshauer
Secretary

THE GEORGE WASHINGTON UNIVERSITY
Department of Chemistry

December 2, 1977

TO: President Lloyd H. Elliott

FR: Faculty Senate Committee on Fiscal Planning and Budgeting,
Reuben E. Wood, Chairman *REW*

After considering your memorandum to the several deans dated August 11, 1977, the statement of Assumptions and Criteria for Faculty Resource Planning which you attached to your memorandum, and also data provided by the Director of Planning and Budgeting dealing with numbers of regular appointments currently existing and with projected retirements we recommend the following:

- (1) The number of regular faculty appointments, exclusive of those in the Medical Center on July 1, 1981 shall be not more than the number of regular faculty appointments on September 1, 1977 reduced by the number of individuals who retire from a regular faculty appointment between September 1, 1977 and June 30, 1981.
- (2) For purposes of calculating the limits provided for in (1) above, an individual who vacates a regular faculty appointment for any reason at age 62 or older shall be considered to have retired.
- (3) On the basis of (1) and (2) and expected retirements the maximum number of regular faculty positions available on 7/1/81 would be 419. We recommend that these be distributed as follows:

Law ;.....	35
Government and Business Administration	61
Engineering and Applied Science	47
Education and Human Development	36
And as a bloc to Columbian College, Graduate School of Arts and Sciences, and Public and International Affairs	240

12/6/77
Recommendations approved Full
report accepted for immediate implementation.
Lloyd H. Elliott

INTERIM REPORT OF THE FISCAL PLANNING AND BUDGETING
COMMITTEE

Faculty Senate Resolution 77/6 calls upon the President of the University, after having received the advice of the faculty through the Senate Committee on Fiscal Planning and Budgeting, to set limits on the number of regular faculty appointments in each school or college, such limits to be reached by the 1980-81 academic year. The advice we gave and an indication of President Elliott's acceptance of this advice is the first page of the material we have laid before you. I shall try to give you something of a rationale for our recommendation.

First, we started with the premise that it is in the interest of all employees of the University that the institution remain financially sound. To help insure that, a considerable measure of flexibility in the number of employees is needed. If enrollments in general increase or decrease substantially or if the demand for services in certain areas changes materially it should be possible to make adjustments up or down in numbers of employees. There is no problem about making such adjustments with respect to nonacademic personnel or with respect to academic personnel who are not tenured or on a tenure track. However, tenured faculty can not be dismissed except for cause; one such cause is "extraordinary financial exigency" (Code, Section V, B, 3). There might be great difficulty, however, in showing that a proposal to reduce the number of regular faculty members in a department was based upon extreme financial exigency even though the demand for courses in that department had decreased by 50% unless the whole institution were financially strapped. Moreover, we would hope that effective measures not involving the dismissal of any tenured faculty member could be taken to avoid the state of extreme financial exigency. That is the major purpose of our recommended policy.

At the present time the full-time faculty in many departments are almost all tenured or on tenure track. And let it be made clear here that nothing in our recommendation, accepted by the President, would change the rights of anyone at present aboard. But in trying to get more of the flexibility mentioned above, it seemed necessary to limit severely the number of new regular faculty appointments (this term means tenure or tenure track appointments and refers to the ranks: Instructor, Assistant Professor, Associate Professor and Professor). The solution to this problem that we proposed means something like this: with minor exceptions that will be noted below and a few other exceptions that the administration might authorize under very unusual circumstances, no school or college could replace a retired faculty member with a new regular faculty appointment. Apart from the latter category of exceptions, the result would be that the total number of regular faculty appointments in 1981 would be the present number less the number of expected retirements. That total number (exclusive of the Medical Center) is 419.

It is to be noted that Senate 77/6 calls for a reevaluation of the status of affairs at least once a year. This committee will offer additional or modified advice whenever it becomes aware of events or statistics that would seem to change the picture.

As further rationale I cite the section of the materials before you entitled "Assumptions and Criteria for Faculty Resource Planning." We used these in arriving at our recommendations. Although already one or two of these assumptions have become questionable or invalid, we believe our recommendation is still a good one.

On the basis of the projections contained in the "Assumptions..." as to increases in enrollments, we made some adjustments in the number of available

slots in different schools. That is, the numbers obtained by subtracting expected retirements from the numbers of regular appointments in 1977 differ from what we recommended in these ways. National Law Center - same at 35. S.E.A.S. would have had 44, we recommended 47. Education would have had 38, we recommended 36. G.B.A. would have had 56, we recommended 61. And the bloc including Columbian College, G.S.A.S. and P.I.A. would have had 248, we recommended 240.

The question will arise as to whether or not a department will be allowed to replace by a new tenure-track appointment a tenure-track probationer whom the department would like to let go. As far as the policy has been defined so far, it would be possible to allow such a replacement in the department concerned or not to and to give the slot to some other department. It does not seem to be within the purview of this committee to make a recommendation on this point. We do point out, however, that if a department felt that its probable choice was to retain a mediocre tenure-track staff member or to lose that tenure track slot altogether, it might choose the first option.

Resolution 77/6 calls also for the election of standing committees by each school or college to advise the Dean on matters related to implementation of proposed limits on regular faculty appointments. We believe that these committees have been elected. We suggest that they meet and consider the questions we have raised regarding the replacement of a faculty member who leaves under other circumstances than retirement as defined in our memorandum to the president. The sooner some policy on this matter in departmentalized schools has been recommended and approved, the sooner departments will know what their options are.

There is another function that the Fiscal Planning and Budgeting Committee would like to see these standing committees undertake. So far, the projections of future enrollments and with which we have had to work have come from the

administration. They have been largely based, presumably, on extrapolations of recent trends in enrollment and on general demographic data. We think that the faculty should have some additional ideas for projections, particularly with respect to items 1, 2, 3 and 4 on page two of "Assumptions and Criteria...". This committee would like to have such faculty input, and a logical place for it to originate would seem to be the standing committee on implementation of the policy limiting regular faculty appointments.

Finally, I wish to state that as chairman of a department in which there are expected to be several retirements within the next few years, I by no means welcome the policy which I and my committee have recommended. To me, it's like unpleasant medicine, but I hope it will help the University retain its fiscal vigor.

Professor Reuben E. Wood
Chairman, Fiscal Planning and
Budgeting Committee

THE GEORGE WASHINGTON UNIVERSITY
Washington, D. C.

The Faculty Senate

January 11, 1978

The Faculty Senate will meet on Friday, January 20, 1978, at 2:10 p.m., in the Faculty Conference Room, Sixth Floor, Lisner Hall.

AGENDA

1. Call to order
2. Minutes of the regular meeting of December 9, 1977
3. Resolutions:
 - (a) A RESOLUTION RESPECTING FACULTY TENURE (77/11), with accompanying Report on Tenure, Professor Lois G. Schwoerer, Chairman, Appointment, Salary and Promotion Policies Committee (resolution and report attached)
 - (b) A RESOLUTION RESPECTING LIMITED SERVICE ACTIVE STATUS FACULTY APPOINTMENTS (77/12), with accompanying Report on Tenure, Professor Lois G. Schwoerer, Chairman, Appointment, Salary and Promotion Policies Committee (resolution and report attached)
4. Interim Report on Implementation of Resolution 77/6, "A Resolution to Place Restrictions on the Number of Regular Faculty Positions," Professor Reuben E. Wood, Chairman, Fiscal Planning and Budgeting Committee
5. General Business:
 - (a) Nomination for election of the Nominating Committee for the Executive Committee for the 1978-79 Session: Gilbert J. Ginsburg, Temporary Chairman (Law); Frederick Amling (SGBA); Peter P. Hill (Columbian); John Kaye (Engineering); Martha N. Rashid (Education); Stefan O. Schiff (Columbian); and Glenn A. Walker (Medical)
 - (b) Nomination for election of Cornelius P. McKelvey, Health Care Administration, to the Joint Committee of Faculty and Students as replacement for Marilyn R. Loeb, Microbiology
6. Brief Statements
7. Adjournment



Robert Gebhardtsbauer
Secretary

A Resolution Respecting Faculty Tenure 77/11

Whereas, the institution of tenure is beneficial both to the university and to individual faculty members; and

Whereas, a highly tenured faculty poses the problems of potential academic and economic inflexibility; and

Whereas, a number of steps already have been taken by the administration and the Faculty Senate to exercise some control over the tenure situation; now, therefore

Be It Resolved by the Faculty Senate of The George Washington University

- (a) that colleges and schools in cooperation with the departments therein be requested to take steps to assure that in the future the regular service faculty (tenured and tenure track) be less than 100% of the full-time teaching faculty (i.e. regular service and limited service full-time teaching faculty). Percentages for each department are to be developed by the special advisory committees in the schools and colleges (except the Medical School) in cooperation with the departments therein.
- (b) that the Administration be requested to study the implications for both individual faculty members and the institution of making early, partial retirement an option.

January 11, 1978

Appointment, Salary and Promotion Policies Committee

A Resolution Respecting Limited Service Active Status Faculty Appointments 77/12

Whereas, it is desirable to provide a greater measure of job security for limited service full-time teaching faculty than presently exists; now, therefore

Be It Resolved by the Faculty Senate of The George Washington University

That the Administration be requested to study the feasibility of offering renewable three year contracts for limited service full-time teaching faculty.

January 11, 1978

Appointment, Salary and Promotion Policies Committee

REPORT ON TENURE

The Appointment, Salary and Promotion Policy Committee is one of four committees of the Faculty Senate¹ asked in 1975 to study the question of faculty tenure at the University. Each committee was instructed to address the issue within the context of its own perspective and responsibilities. No one committee was invited to make recommendations respecting all of the matters that relate to tenure. Mindful of the limited nature of its mandate the ASPP Committee has restricted its recommendations to matters within its prerogative. This report sets out generally the information the Committee considered in framing the resolutions which it hopes the Faculty Senate will adopt.

The question of faculty tenure at G.W.U. is many-faceted. The regular service² faculty in all the schools and colleges (excluding the Medical School faculty) is becoming highly tenured. Chart 1 reveals that not only are 94% of the full professors tenured, as would be expected, but also, rather surprisingly, are 26% of the assistant professors. Moreover, some departments are already 100% tenured with many others moving in that direction.³ Indeed, the University seems headed towards an increase in the percentage of tenured faculty. Projected retirements, based on the current practice of retiring at age 65, for the period June 30, 1977 through July 1, 1982, are twenty-seven, while the projected tenure decisions due July 1 of each of those successive years are fifty-one (see chart 2). Moreover, the difference between the number of projected retirements and projected tenure decisions may be exacerbated by a congressional bill, which would change the mandatory age of retirement from 65 to 70. The potential impact of this proposed law is two-fold: (1) it would close potential teaching positions for five more years; and (2) it would extend for five more years the financial obligation of universities to faculty members who are at the highest salary level in their careers.

Changing enrollment patterns also have an impact on faculty tenure. Certain courses and disciplines, which, in the past, drew a large student enrollment have recently suffered a decline while others have increased their enrollment. For example, in Columbian College, the departments with the largest number of student-credit hours taught in Fall 1977 are: (1) Economics with 7,959 student credit-hours; (2) Political Science

¹The other three are: Fiscal Planning and Budgeting; Professional Ethics and Academic Freedom; and Administrative Affairs As They Affect the Faculty.

²The terms "regular service" faculty and "limited service" faculty are used according to the definition in the Faculty Code, pp. 3-4. Thus, "regular service" denotes tenured and tenure-track faculty; "limited service" includes both full-time and part-time faculty not on the tenure track.

³Among fully tenured departments in Columbian College, for example, are: American Studies, Geology, and Mathematics. Among departments which are fully tenured save for one person are: History, Physics, and Religion. This information and all numerical data have been supplied by the Office of the Provost.

with 7,525 student credit-hours; (3) Psychology with 6,260 and (4) English with 6,051. This has not always been the case. Five years ago, in 1972, the departments with the largest number of student credit hours taught were: (1) Psychology - 7944; (2) English - 7272; (3) Political Science - 6390 and (4) History - 5177. The School of Education and Human Development experienced a decline from a total of 10,455 student hours taught in 1972 to a total of 9,473 student hours taught in 1977. The School of Government and Business Administration grew from 15850 to 22288. Additional statistics could be presented, but enough data are here to illustrate that the University faces shifts in enrollment patterns which reflect changing student interests. As a result, the demand for faculty personnel already is, and likely will continue to be, uneven. University faculties, moreover, are composed of individuals highly trained not only in specific disciplines, but in sub-disciplines, making faculty skills not readily transferrable. A highly tenured faculty may pose a difficulty in assuring a curriculum responsive to new methodologies and changing student interests.

Changing student interests may also reflect changes in national demographic trends, namely the decline in the number of persons in the eighteen to twenty-two year old age bracket, the group traditionally known as "college age." Such a development implies the possibility of a levelling-off or decline in student enrollments. As has often been observed, higher education is no longer a growth industry as it was a decade ago.

Already the University has achieved some fiscal and curricular flexibility by employing both full-time and part-time limited service faculty. In 1976 about a third of the total student credit hours taught at G.W. were taught by limited service faculty, of whom about 6% were full-time and about 26% part-time. Chart 3 shows that the percentage varies among the several schools and colleges. The Faculty Code (p. 6) reads: "All appointments to limited service active status ... shall be for a specified period of a year or less." The Code provides that such appointments may be renewed an unlimited number of times. It seems likely that flexibility will be increasingly sought through the hiring of limited service faculty. It is clear that under the present Code such faculty enjoy little job security.

These interrelated matters - a highly tenured faculty, a possible change in the mandatory age of retirement, a possible levelling-off or decline in enrollments - have implications for G.W.U. beyond the central issue of faculty tenure. For example, they may make more difficult the successful implementation of the University's Affirmative Action plan. For the past several years the University has been under pressure from the Federal government to implement an Affirmative Action plan for hiring women and minorities. In response G.W.U. adopted and is carrying out a policy of Affirmative Action. Although change has occurred, the present regular service faculty appears to be still overwhelmingly male and white. The factors mentioned above may threaten further progress.

Other considerations related to the question of faculty tenure and widely discussed in the literature¹ on tenure were reviewed by the Committee and should be noticed. Sometimes departments hire faculty on a tenure-track basis to teach courses or develop programs without first testing

1. For example, A.A.U.P., A Report and Recommendations by the Commission on Academic Tenure in Higher Education (Washington, D.C., 1973), and Bardwell L. Smith and Associates, The Tenure Debate (Washington, D.C., 1973)

the viability of said courses and programs. If student interest fails to materialize or quickly evaporates, the departments are saddled with faculty members whose course offerings are under-enrolled. Sometimes departments hire, promote, and award tenure status to faculty members without scrupulous attention to established criteria and to the long-term development of the curriculum and the financial integrity of the institution. Further, it sometimes happens that some tenured faculty members do not fulfill the criteria for the rank they occupy. It is possible that these general points may apply to G.W.U.

In sum, it is clear that the question of faculty tenure at the University is a complicated issue, touching not only the conditions of employment of some members of the faculty, but also the development of the curriculum, the policies by which faculty are hired, promoted, and awarded tenure, the matter of retirement, the issue of affirmative action, and the fiscal responsibilities of the University.

The ASPP Committee considered with some care the value of tenure. The Committee came to the conclusion that tenure status has decided advantages for both the individual faculty member and the university. For the individual faculty member tenure assures academic freedom, providing protection from arbitrary, capricious, and vindictive treatment of a faculty member because of views or behavior irrelevant to job performance. The arguments that justified the acceptance of tenure three decades ago are still valid today. Moreover, the job security that tenure offers the individual faculty member does not seem unjustifiable, in view of the lengthy professional preparation required of academic personnel and the high personal visibility associated with their role in the academic world. Moreover, professors are not alone among employees in the United States who enjoy job protection. It has been said that the employment of about twenty-five percent of the work force in our society is secured by a form of tenure de jure or de facto.

As for the University, it may profit, the Committee believes, from the benefits a faculty member and a faculty as a whole may contribute, because of tenure. Among these benefits are a long-term interest and involvement in the orderly development of the curriculum and other aspects of the intellectual life of the university. The award of tenure is, ideally, made to persons who have demonstrated excellence, achievement, and potential for on-going contributions to their discipline. Further, the committee feels that the professional security provided by tenure may promote on-going high quality in the art of teaching. Tenure status, we believe, should not necessarily be equated with rigidity, declining vigor or the inability to respond to changing demands. Still further, students personally may benefit from a tenured faculty. Long-term continuity such as tenure provides is reflected in the concern for and guidance of successive generations of students. Furthermore, tenured faculty will probably be more articulate and active in the forms of collegial governance which are properly undertaken by faculty members. In summary, a concern for the University's well-being is more likely to arise from a long-term professional and personal commitment to the university than from a brief or insecure relationship. The committee believes that tenure status benefits both the individual faculty member and the university, that it confers recognition and privileges and demands commensurate responsibilities.

Some steps towards rationalization of faculty tenure have been put in motion by the administration and by the Faculty Senate. On January 25, 1977, the administration announced an "interim measure"; that "except in very exceptional cases," no recommendations for the award of tenure status will be approved before the tenure decision is required by the Faculty Code. Further, the administration asked the faculty to come forward with suggestions about tenure. Finally, in August 1977 the Provost for Academic Affairs offered certain predictions for the future and set out certain criteria for granting tenure or appointing new faculty to tenure track positions. Among those criteria were: 1) a visible demand for specific programs by qualified students; and 2) demonstrated ability of a faculty member to attract external research and training funds.

As for the Faculty Senate, the Committee on Administrative Matters as They Affect the Faculty introduced on November 12, 1976 Senate Resolution 76/6 "A Resolution Concerning Faculty, Retention, Tenure, and Promotion Recommendations," which, after lengthy discussion by the Senate, was remanded to the Committee. In May 1977 two other resolutions indirectly related to the issue were proposed by the Fiscal Planning and Budget Committee. One, S.R. 77/5 "A Resolution to Promote Faculty Productivity" was returned to the Committee. Re-introduced in November 1977 this resolution was sent to the Executive Committee. The other resolution from the FPB Committee, S.R. 77/6 "A Resolution to Place Certain Restriction on the Awarding of Tenure Status," was adopted, as amended by the Senate, the title reading "A Resolution to Place Certain Restrictions on the Number of Faculty Positions." In effect, this resolution provides, among other things, that the President of the University, with the advice of the FPB Committee, shall set limits on the number of regular service faculty appointments in each school or college, such limits to be reached by the 1980-81 academic year. These limits, it should be noted, do not affect the number of limited service faculty. The resolution further provides for the election by each school or college of a special committee to advise the appropriate dean of a plan to achieve the limits on the number of regular service faculty set by the President in consultation with the FPB Committee. The limits to be set are not to be less than the number of regular service faculty then serving reduced by the number of retirements or terminations. The specific number of regular service faculty which the various schools and colleges are to reach by July 1, 1981 has already been calculated and the advisory committees have been elected in at least some of the schools and colleges.

Earlier Senate Resolutions - 69/12 and 70/10 - addressed the matters of procedures and criteria respecting academic tenure and promotion in academic rank. Senate Resolution 74/7 concerned the duplication of courses within the University and called for the creation of committees to monitor the proliferation of courses and to arbitrate alleged cases of supernumerary course offerings. Clearly some steps have already been taken, or are in progress.

The ASPP Committee has shaped its resolutions within the framework the above steps have established. Notwithstanding the general value of tenure, the Committee believes that a 100% or nearly 100% tenured faculty is disadvantageous to the future academic and fiscal health of the University. The Committee concluded that the faculty and the administration should take further steps to adjust the University's present practices with the aim of creating a less highly tenured faculty and of assuring a greater degree of job security for limited service full-time faculty. We assume that several steps and a number of years will be necessary for these goals to be attained.

Accordingly we propose: that colleges and schools in cooperation with the departments therein be requested to take steps to assure that in the future the regular service faculty (tenured and tenure track) shall be less than 100% of the full-time teaching faculty (including full-time limited service teaching faculty), with numerical goals for each department to be developed by the special advisory committees within the schools and colleges in cooperation with the departments therein.

Comment:

We suggest that each department immediately project the number of regular service faculty slots and limited service full-time teaching faculty slots for 1980-81, 1985-86, and 1990-91. We recommend that the projections for regular service faculty and limited service full-time teaching faculty be based on (1) preserving the academic integrity of the discipline so that new methodologies and fresh areas of inquiry are incorporated, (2) responding to demonstrated and responsible student interest, and (3) past enrollments. We suggest that the special advisory committees in each school and college take into account these projections in advising their respective deans on the allocation of regular service faculty slots among the departments.

We propose: that the Administration be requested to study the implications for both individual faculty members and the institution of making early, partial retirement an option.

Comment: Under this option, the responsibilities and thus the salary of the faculty member would be reduced starting at age 62 and on to age 70. The potential advantages to the individual faculty member are release of time for research, writing, or leisure while keeping in contact with his or her professional activities and colleagues. The potential advantages to the university are some savings in salary and the opening of teaching slots.

We propose: that the Administration be requested to study the feasibility of offering renewable three year contracts for limited service full-time teaching faculty.

Comment: This proposal provides some security to the faculty member and flexibility to the department, school and college. A limited service faculty member may be transferred to regular faculty status.

We hope the Faculty Senate will approve our proposed resolutions as additional measures to those already taken. Together these recommendations, we think, hold promise of enabling the University collectively to deal effectively with a problem of unparalleled importance.

Subcommittee on Tenure

Professors Ruth Bari

Arthur Kirsch*

Nicholas Kyriakopoulos

Anthony Mastro

Martha Rashid

Lois G. Schwoerer, Chairman, ASPP

ASPP Committee:

Professors Abravanel, Dirkse, Goldfarb, Katterjohn,
Koering, Levy, Moore, Packer, Shane, Rashid;
and Dr. Harold Bright, Provost, ex officio

*Professor Kirsch resigned from the ASPP Committee in September,
but was a sometime member of the Tenure Subcommittee.

January 11, 1978

Chart 1

THE GEORGE WASHINGTON UNIVERSITY
Tenure Status of Faculty by School
(Excluding Medical Center)

1976-77

	<u>Professors</u>		<u>Associate Professors</u>		<u>Assistant Professors</u>		<u>Instructors</u>	
	#	%Tenured	#	%Tenured	#	%Tenured	#	%Tenured
Columbian College	92	100	69	94	77	29	3	0
Education	19	100	15	80	9	33	3	0
Engineering and Applied Sciences	26	81	17	41	3	0	-	-
Government & Business Administration	22	86	22	77	13	8	3	0
Graduate School of Arts & Sciences	*	*	-	-	*	*	-	-
Law	31	97	-	-	-	-	1	0
Public & International Affairs	7	86	5	80	3	67	-	-
TOTAL	198	94%	128	82%	107	26%	11	0%

* N too small to list separately

TENURE DECISIONS BY YEAR

Chart 2

	Effective Year of Tenure if Granted						
	1977	1978	1979	1980	1981	1982	1983
Education	1	1	1	4		2	
Engineering		5	3	4		2	
Government & Business Administration	3	1	3	3	2	6	1
Graduate Arts & Sciences						2	
Public & International Affairs				1			
National Law School			1			2	

COLUMBIAN COLLEGE
RETIREMENTS AND TENURE DECISIONS - BY DIVISION
June 30, 1977 through July 1, 1982

	<u>Retirements June 30</u>	<u>Tenure Decisions Due July 1</u>
<u>1977</u>		
Humanities	6	6
Physical Sciences	4	
Social Sciences	1	3
<u>1978</u>		
Humanities	2	4
Mathematical Sciences	1	
Physical Sciences	1	
Social Sciences	1	5
<u>1979</u>		
Humanities		2
Mathematical Sciences		1
Social Sciences		4
<u>1980</u>		
Humanities	2	6
Physical Sciences	1	1
Social Sciences	2	5
<u>1981</u>		
Humanities	1	2
Physical Sciences		2
Social Sciences	2	4
<u>1982</u>		
Humanities		2
Mathematical Sciences	1	
Social Sciences	2	4
	<u>27</u>	<u>51</u>

Student Credit Hours Taught at G.W.U. (except Medical School) -- Fall 1976

Chart 3

	Tenure Track		Limited Service		Unknown	TOTAL
	Tenured	Not Tenured	Full-Time	Part-Time		
Columbian College	35444 (50%)	12247 (17.3%)	3795 (5.4)	18523 (26.1%)	830 (1.2%)	70839
Education	4549 (53.6%)	1688 (19.9%)	685 (8.1%)	1562 (18.4%)	6 (0)	8490
SEAS	3031 (28.7%)	1558 (14.7)	576 (5.4%)	5357 (50.6%)	59 (.6)	10581
SGBA	8736 (44.8%)	5239 (26.9%)	1932 (9.9%)	3471 (17.8%)	117 (.6)	19495
SPIA	235 (66.8)	0 (0)	0 (0)	117 (33.2%)	0 (0)	352
DEP	220 (22.9%)	357 (37.1)	102 (10.6%)	282 (29.4%)	0 (0)	961
GSAS	102 (7.2%)	240 (16.9%)	91 (6.4)	792 (55.9%)	193 (13.6%)	1418
NLC	13280 (73.8%)	315 (1.7%)	645 (3.6%)	3654 (20.3)	103 (.6)	17997
TOTAL	65597 (50.4%)	21644 (16.6%)	7826 (6.0%)	33758 (26.0%)	1308 (1%)	130133

1. Of total student credit hours, i.e., 130,133, taught in all schools and colleges (except Medical School), 50.4% are taught by presently tenured faculty. 16.6% are taught by tenured track faculty. Thus 2/3 are taught by presently tenured or tenured track faculty.
2. 6% are taught by full-time limited service faculty. 26% are taught by part-time limited service faculty. (1% unknown) Thus 1/3 are taught by limited service faculty.

University is, in part, achieving flexibility in curriculum through its part-time limited service faculty.

THE GEORGE WASHINGTON UNIVERSITY
Washington, D. C.

FACULTY SENATE

January 11, 1978

TO: Members of the University Faculty Assembly

FROM: John A. Morgan, Jr., Chairman, Faculty Senate Executive Committee

The current Faculty Organization Plan for The George Washington University charges the Faculty Senate Executive Committee to "nominate the members and chairmen of the standing and special committees" of the Faculty Senate. The newly-elected Executive Committee for Senate Session 1978-79 and the incumbent Executive Committee make these nominations at a combined meeting in February, 1978.

I urge each member of the Faculty Assembly to consider seriously his or her responsibilities for volunteering service on one of the following committees during 1978-79. Please supply the appropriate information below and return to Doris Trone, Senate Office, Rice Hall, 4th Floor, #411, by February 15, 1978.

Administrative Matters as They Affect the Faculty
Admissions and Advanced Standing
Appointment, Salary and Promotion Policies
Athletics
Educational Policy
Fiscal Planning and Budgeting
Library
Physical Facilities

Professional Ethics and Academic Freedom
Public Ceremonies
Research
Student Financial Aid
University Development and Resources
University Objectives
University and Urban Affairs
Joint Committee of Faculty and Students

Name _____ Department _____ Rank _____

Length of service in the University: Years _____

Service as a member of the Senate: Dates _____

Service on Senate Committees:

Name(s) of committee(s) and dates: _____

I should like to serve on a Senate Committee within the time limitation noted below. I prefer service on one of the following committees:

(1st choice) _____

(2nd choice) _____

(3rd choice) _____

I will be available for committee work only during the regular academic year _____

I will also be available for committee work during at least one of the summer sessions _____

I prefer not to serve during 1978-79 _____

Additional comments:

